

**Copy and Digitization Business Line FISCAL YEAR 2004 – 2008 PLAN**



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This Business Plan describes the history, organization, planning, objectives, and operations of the Photocopy Business Line in the Department of Energy's (DOE) Working Capital Fund (WCF), and is organized according to Balanced Scorecard (BSC) planning concepts. This plan uses the trends and lessons learned from the WCF's first five years of operation to meet DOE and Office of Management, Budget and Evaluation (ME) strategic goals, and describes performance measures that will result in a more efficient and more customer-oriented business line.

The Photocopy Business Line provides duplicating services, dedicated copiers, and document imaging services to DOE Headquarters.

The Photocopy Business Line has enjoyed great success in customer service, fiscal savings, and employee satisfaction since joining the WCF in 1997. In the upcoming fiscal year (FY), we plan to improve customer service and increase fiscal savings through the introduction of new technology. In addition, we will initiate internal process improvements and employee training that will allow us to maximize the benefits of the planned technical improvements.

**Mission:** To provide convenient and cost-effective duplicating services and dedicated copiers, and high quality, cost-effective document imaging and Optical Character Recognition (OCR) services to DOE Headquarters' organizations at the Germantown, Forrestal, and L'Enfant Plaza facilities.

### **Balanced Score Card Objectives:**

- **Customers:** Provide customers with convenient copy facilities and document imaging services and maintain low total cost to the customer;
- **Financial:** Improve efficiency and ensure full cost recovery; offer services at competitive or better pricing;
- **Internal Processes:** Streamline internal processes and apply technology;
- **Learning and Growth:** Enhance the effectiveness, knowledge, and satisfaction of Photocopy Business Line employees.

### **Accomplishments:**

**Enhanced Technology:** The Copying Business Line installed 25 dedicated digital multi-functional energy star compliant copiers; an in-house capability to perform document scanning and Optical Character Recognition (OCR) service was approved by the Working Capital Fund Board as a new business segment in the Copying Business Line for FY2003.

**Increased Energy Efficiency:** In compliance with the Federal Acquisition Regulations, Section 508 of the Rehabilitation Act, the business line replaced 95% of the walk-up copiers in the Forrestal, Germantown and L'Enfant Plaza Buildings with ones that are more energy efficient. Significant savings were realized by reduction in annual maintenance on the machines in FY03.

**Paper Reduction:** The Document Imaging Group converted approximately 350,000 pages of information into electronic files in FY2003, its first year of operation, and the equivalent of 35 filing cabinets. This saves DOE valuable office space, allows for fast and efficient, on-demand querying and retrieval of information, and complies with several initiatives including the Secretary's and the CIO's e-Gov Strategic Action Plan, and the OMB's Government Paperwork Elimination Act (GPEA).

**Operations:** The purpose of the Photocopy Business Line is to provide convenient and cost-effective

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duplicating services and dedicated copiers to DOE Headquarters organizations at the Germantown, Forrestal, and L'Enfant Plaza facilities, and high quality, cost-effective document imaging and OCR services and products to Headquarters. The business line operates staffed copy centers and provides service and equipment for central (shared) and dedicated copiers. A discussion of **pricing policies** is provided in the *Working Capital Fund Guide to Services and Procedures (the Blue Book)*, available online at [www.ma.mbe.doe.gov/wcf](http://www.ma.mbe.doe.gov/wcf).

**Planning Process:** Our objectives for improving business line performance are in line with those of ME and the WCF and support the Department's strategic objectives in Corporate Management. ME objectives are to provide DOE with the best value and with quality products and services and to provide accurate full-cost budgets. The business line reports its progress towards these Balanced Scorecard objectives to the WCF Board on a quarterly and annual basis. These objectives and the performance goals and strategies are updated annually.

**External Regulation and Partnerships:** Although Federal law codified in 41CFR limits competition by guiding federal employees to utilize our copying services, we nonetheless strive for excellent customer service. In fact, it is our most important objective and best defines our effectiveness as a business.

We maintain relationships with our colleagues in other government agencies and private sector businesses. We look to them for information on emerging trends in customer service and technology and for best practices that we can adapt to our situation. Our equipment and supply vendors support us by providing quality products and prompt delivery, installation, and maintenance. They also help to keep us informed of new technologies and practices that may benefit our customers.

**Resources and Capabilities of the Organization:** Federal and contractor staffs have extensive experience in providing duplicating and document imaging services. Our Copy Management Specialist helps customers select appropriate, cost-effective equipment by performing a needs assessment that identifies the capacity and features for each copier and, when appropriate, assists customers by negotiating trade-in allowances, arranging delivery and installation (and removal of old equipment), and setting up maintenance contracts. During the life of the equipment, we coordinate with the maintenance vendor to ensure service is satisfactory. We also provide bulk paper delivery. **Our document imaging operators advise and guide customers through the process of organizing documents for fast and efficient retrieval once they are converted to electronic files, and ensure that the scanned documents and resulting files meet all guidelines necessary to facilitate the potential destruction of the documents.**

Photocopy Business Line management aggressively reviews business goals and results through communication with customers, vendors, and contractors. An active employee training policy is pursued, in addition to constant self-assessment and benchmarking in order to keep the organization current on industry changes.

**Needs and Capabilities of Customers:** We work with our customers on two levels - - as program organizations and as individuals. At the program organization level, we work with them to identify the volume of copying and special services needed and to provide appropriate equipment. Billing is also conducted at the organizational level. At the individual level, we work with customers to provide the necessary services for each job in a convenient, timely, and efficient way.

Digital network technology has become available that can make customer printing and copying much

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easier by allowing customers to submit copy jobs from their desktops. We have introduced a job tracking system that gives customers information about the status of jobs submitted to the staffed copy centers. Digital network copiers can also function as scanners and fax machines. One long-term business line goal is to continue to introduce digital network copiers and DigiPath Web submission to customers as rapidly as possible by replacing dedicated copiers with digital network equipment. The broad impacts of this initiative on the Balanced Scorecard perspectives are discussed later.

**Future Competitive Advantages:** If we determine that the business line has a competitive advantage which can be translated outside of the Department, then we will explore creating a franchise fund business and managing duplicating and imaging services in other Federal agencies. Congress has created a pilot franchise fund program that allows Federal agencies to sell to each other. We intend to investigate whether such a move would be appropriate and, if so, to take careful steps in this direction.

### **Balanced Scorecard Elements**

**Customer Objective: Provide customers with convenient copy facilities and document imaging services and maintain low total cost to customer.**

The most important need for individual customers is convenience - - they want to be able to make copies quickly and with the least difficulty possible. Dedicated copiers are located within the office suites of program organizations and provide the highest level of convenience - - immediate self-service for small copying jobs. These are generally lower speed copiers with the features required by the customer organizations and may provide collating, stapling, image reduction, enlargement, etc. For larger jobs when immediate service is needed, central copiers are conveniently located throughout the Forrestal, Germantown, and L'Enfant Plaza facilities. These copiers are generally faster than dedicated machines and have image reduction, stapling, and, in

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some cases, enlargement capabilities. For even larger jobs, or jobs that require special services such as binding, staffed copy centers offer 24-hour turnaround. The Forrestal and Germantown Buildings each maintain one staffed copy center offering document scanning and storage on digital media. The L'Enfant Plaza site offers assisted copying services daily from 1:00 to 3:00 p.m. By providing individual customers with a range of services, we make copying as convenient as possible.

Our organizational customers want copier services that help them accomplish their mission at a reasonable cost. Organization managers are making the trade-off between convenience and cost. By providing the most cost-effective equipment and reducing the staff time required to make copies, we try to improve the customer organization's efficiency.

Document **imaging** services **have been** set up for both convenience and low customer cost. While there is only one location that provides **imaging**, the staff will work with customers in receiving and delivering jobs, and can accommodate both long-term large jobs as well as short-term processing. By utilizing top-end hardware and software, and setting up templates and automation within the process, the system has been designed to simplify the processing by both the customer and the staff and to keep customers' costs at competitive or better pricing.

| <b>Performance Goal</b>   | <b>Performance Standard</b>   |
|---|---|
| Improve copier convenience and efficiency   | <b>Replace 20% of dedicated analog copiers with digital network copiers in FY2004.</b>        |
| Decrease copier down-time.  | Analyze machine down-time against FY2003 baseline for staffed copy centers.                   |
| Keep pricing structure of imaging services at or below standard industry pricing        | Benchmark products/services offered by other service bureaus to maintain competitive pricing. |
| <b>Baseline:</b> <b>Cost of imaging per page compared to standard industry pricing.</b> |   |

### **Financial Objective: Improve efficiency and ensure full cost recovery.**

The Working Capital Fund has been successful in its goal of improving customer efficiencies that result from the consumption decisions of program offices. In order to continue providing our customers with cost savings we will review our costs, especially fixed business costs. Fixed costs include depreciation and support contractor costs. The cost of paper and other supplies has an indirect component. **Transferring these items out of the Supply Business Line lowered costs in FY2003.**

The **imaging** portion has predominantly fixed pricing for what it expends with hardware, software

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and supplies. As throughput increases it may be possible to decrease costs; there is a certain savings that comes from volume. Efficiency will come from standards, policy and procedures that are continually developed, and are compatible with the group's working environment and the customers' needs. Full recovery of digitization costs is almost exclusively based on volume. Based on DOE's interest in imaging, we expect full cost recovery in FY2004.

| Performance Goal   | Performance Standard                                |
|--|---|
| Reduce fixed costs.  | Save customers 2% of central copier indirect costs. |
| Maintain efficiency in imaging processing to maintain low costs. | Full cost recovery of imaging in FY2004.            |

#### Baseline:

- Cost savings data is stored in DISCUS as actual expenses and depreciation expenses compared to historical costs.
- Data is reviewed quarterly in association with the Quarterly Financial Review.

| Strategies for Improving Financial Efficiency/Accountability | Fiscal Year |      |      |      |      |
|--|-------------|------|------|------|------|
|  | 2004        | 2005 | 2006 | 2007 | 2008 |
| Review Pricing Policy  |             | x    | x    | x    | x    |
| Evaluate Capital Requirements                                |             | x    | x    | x    | x    |

#### Internal Processes Objective: Streamline internal processes and apply technology.

To ensure that the Photocopy Business Line provides outstanding service to its customers at competitive prices and utilizes staff talent for effective product and service delivery, numerous process controls have been established, with a strong emphasis on management involvement and key management processes. We use interagency meetings and private industry benchmarking to stay current with advancements in the industry. Our culture of continuous improvement will help to translate technical advancements into efficiency and cost improvements that will ultimately be passed on to our customers.

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When a significant or recurring problem is identified, we may opt to conduct a self-assessment. During the self-assessment, we create metrics to measure our performance in a particular area (e.g., percentage of jobs completed on time). When the root cause of a problem has been identified, we work quickly to determine the most efficient way to remedy it. During the six to twelve months after identifying a problem, we sporadically collect and analyze data to ensure it has not returned. Examples of recent efforts include Just-In-Time paper delivery and web-based copier metering.

Imaging is already utilizing top-line technology and will continue to keep abreast of hardware and software issues that can be integrated or implemented into the existing system to maintain a technology edge. The internal processes for performing imaging services are constantly being reviewed to maintain efficiency, accuracy and standards. Research and benchmarking has already been done with regard to other federal agencies and we will continue to do so. At this time, we are unaware of any other federal agency that performs imaging and OCR products and services in the same service bureau setup as DOE; we are the only agency that provides this service for an entire agency with full cost recovery made on an as-used basis and at competitive-or-better pricing when compared with private industry.

### Performance Goal

Reduce waste and rework

### Performance Standard

Develop tracking and reporting mechanisms to measure waste and rework by December 2004.

### Baseline:

The process review will result in a baseline for future statistical process control.

### Strategies for Improving Internal Processes

|   | Fiscal Year |      |      |      |      |
|---|-------------|------|------|------|------|
|   | 2004        | 2005 | 2006 | 2007 | 2008 |
| Benchmark processes against similar private and Federal businesses                      | x           | x    | x    | x    | x    |
| Implement web-based systems to submit and track copy jobs and automate other processes. | x           |      | x    | x    | x    |

x

Use statistical process control to determine if

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| processes are within specifications for waste and rework. | x | x | x | x | x |
|---|---|---|---|---|---|

The Photocopy Business Line is continuously developing its staff's ability to identify and solve problems affecting the business line to create the most dynamic, efficient business possible. The greatest opportunity for learning and growth is achieved through weekly meetings between the Business Line Manager and Federal and contracted staff. These staff meetings are brainstorming sessions on eliminating operational barriers to the business line. In addition to weekly meetings, informal meetings analyzing the business line occur daily and Federal staff prepare weekly reports highlighting important issues and problems that may affect the business line.

### Performance Goal

Fully train and develop staff.

### Baseline:

## Strategies for Improving Employee Learning and Growth

2004   2005   2006   2007   2008

Develop specialized training schedules for each employee.

X            X            X            X            X

Implement cross-training plan to insure all critical tasks have multiple staff with necessary expertise.

X            X            X            X            X